IN.gov

The State of IN.gov

Where We Are & Where We're Going

Chris W. Cotterill
Director of IN.gov
12/11/06

IN.gov The Diagnosis (Pros)

- 365x24x7 Access to State Government
- 300,000+ Pages & Hundreds of Interactive Services
- 50.87% of Hits Occur while Government Offices Are Closed
- 99 % of All Information & Services Free to Users
- Self-funded (No General Appropriation)
- Virtually All State Websites at IN.gov
- Trusted/Secure
- Ranked by Some as One of the Best State Websites
  - Brown University: 9th in 2006; 20th in 2005
  - Best of the Web: Finalist in 2006; 3rd Place in 2005
  - National Policy Research Council: Grade of A (Tied for 2nd) in 2006

IN.gov The Diagnosis (Cons)

- **Perspective of Many in State Government**
  - Too hard to quickly update content
  - Who is accessIndiana? What do "they" do and how fast can I expect them to do it?
  - Standards unclear, unenforceable
  - Neglected in favor of revenue generating agencies
  - Need for non-fee services (shift customer to cheaper delivery channel)
  - All development is free right?
  - OK, but show me the results (PROBES 5/2006)

IN.gov The Diagnosis (Cons)

- **My Perspective**
  - Need to communicate mission, vision, priorities, metrics to customers
  - Can't keep up with content requests; throwing money at wrong solution to problem
  - Most development resources being spent on regulatory compliance and maintenance
  - Many "ASAP" requests from agencies
  - Must maintain enough fee-based services to support IN.gov
  - We're not changing the world (yet)

IN.gov The Diagnosis (Cons)

- **Perspective of IN.gov Users (External)**
  - Agency-focused, not *customer*-focused
  - Confusing due to lack of consistency
  - Many agency services; few complete ("one stop") solutions
  - Same types of information presented differently
    - news releases and events not on central service
    - can't share information across site
  - Designs are stale

IN.gov The Prescription

- **Make Sense**
  - Clear mission, vision, & priorities
  - Governance restructuring
  - Establish the brand: IN.gov
  - Open lines of communication
- **Manage Money Right**
  - Financial Management
  - Priorities drive how money will be spent
- **Deliver What Is Needed on Time**
  - Easy issue submission via webmasters.IN.gov
  - Managing to metrics
  - Put easy-to-use tools in hands of communicators

The Organizing Objective

- *The organizing objective of our administration will be higher personal income for Hoosiers, meaning more money, after taxes, in each worker's pocket.*
- *Almost every part of state government can do something, or do it faster, or maybe stop doing something, to improve the chances of economic growth in our state.*
- *Be prepared to help identify what your area can do, to keep track of it, and to be held accountable for progress or the lack of it.*

Governor Daniels, 1/10/05

IN.gov Mission & Vision

- **Mission**
  - To be the single online source of up-to-the minute state government information and trusted, easy-to-use, “one stop” state services that reduce the cost of doing business with and within state government.
- **Vision**
  - To shift, by the end of 2008, to be a measurably customer-centric portal of state information and services.

IN.gov To Deliver to Mission & Vision

- **IN.gov Program Management**
  - Director (Cotterill) and Program Manager (Robert Paglia) are state employees
  - Vendors & state fiscal and technical staff
  - Primary vendor is Indiana Interactive; all vendor activity managed by Program Manager
- **IN.gov Program Management Direction**
  - Shift, within 2007, from a reactive service delivery model, to a proactive, consultative model where the best plans for cost reduction, increasing transparency, enhancing usability and reliability, and completeness of the solution (from the customer's perspective) receive top priority and funding and produce meaningful, measurable results.

IN.gov To Delivery to Mission & Vision

- **IN.gov Program Management Functions**
  - Provide secure, reliable utility services (web hosting, payment processing, content management solution) across IN.gov for the benefit of all state government entities
  - Uphold the value of the trusted IN.gov brand with clear, balanced, and enforced web standards
  - Provide an easy-to-understand process for state government entities to update web content and secure web development assistance
  - Respond to requests, and deliver approved requests, on time with high customer satisfaction
  - Use available IN.gov funds to develop “one stop” customer-focused government services

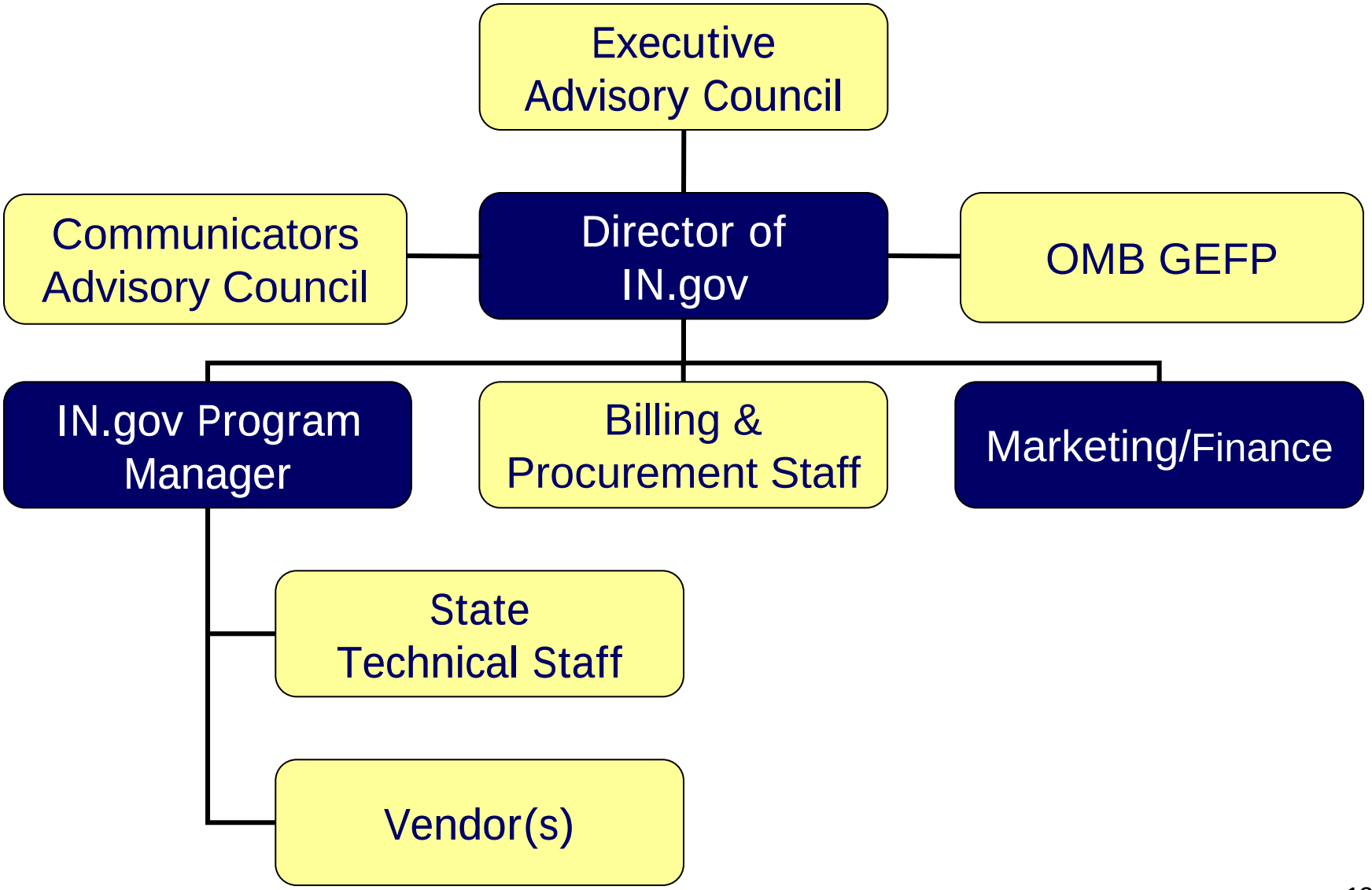
IN.gov Make Sense – Governance

- **IN.gov Executive Advisory Council**
  - Review and approve major initiatives
  - Meetings: 1 month after every quarter; first meeting 03/07
  - Business leaders, not IT people
- **IN.gov Executive Advisory Council Members**
  - Governor or designee
  - Appointee of the General Assembly
  - Appointee of the Judiciary
  - Appointee of the Separately Elected Officials
  - Secretary of Commerce or designee
  - Director of OMB or designee
  - Chief Information Officer or designee

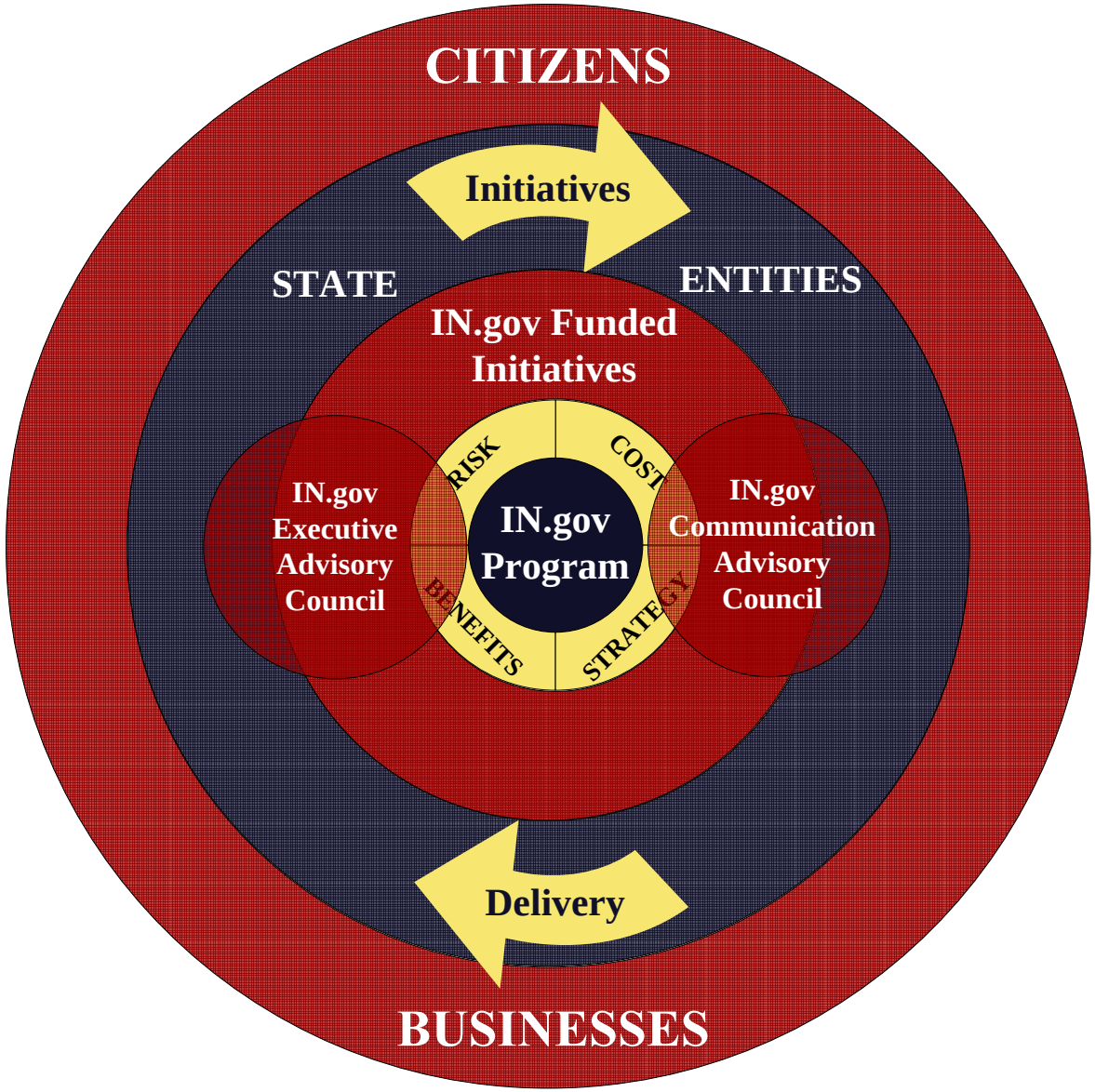
IN.gov Make Sense – Governance

- **IN.gov Communicators Advisory Council**
  - Open group of willing & active participants of PIOs, communications staff, and webmasters
  - Discuss, for example
    - IN.gov Program performance
    - IN.gov standards
    - Enhancements needed for IN.gov
  - Meetings: every two months or every quarter: first meeting 01/07

IN.gov Make Sense – Governance



IN.gov Governance – Model



IN.gov Make Sense – The Brand

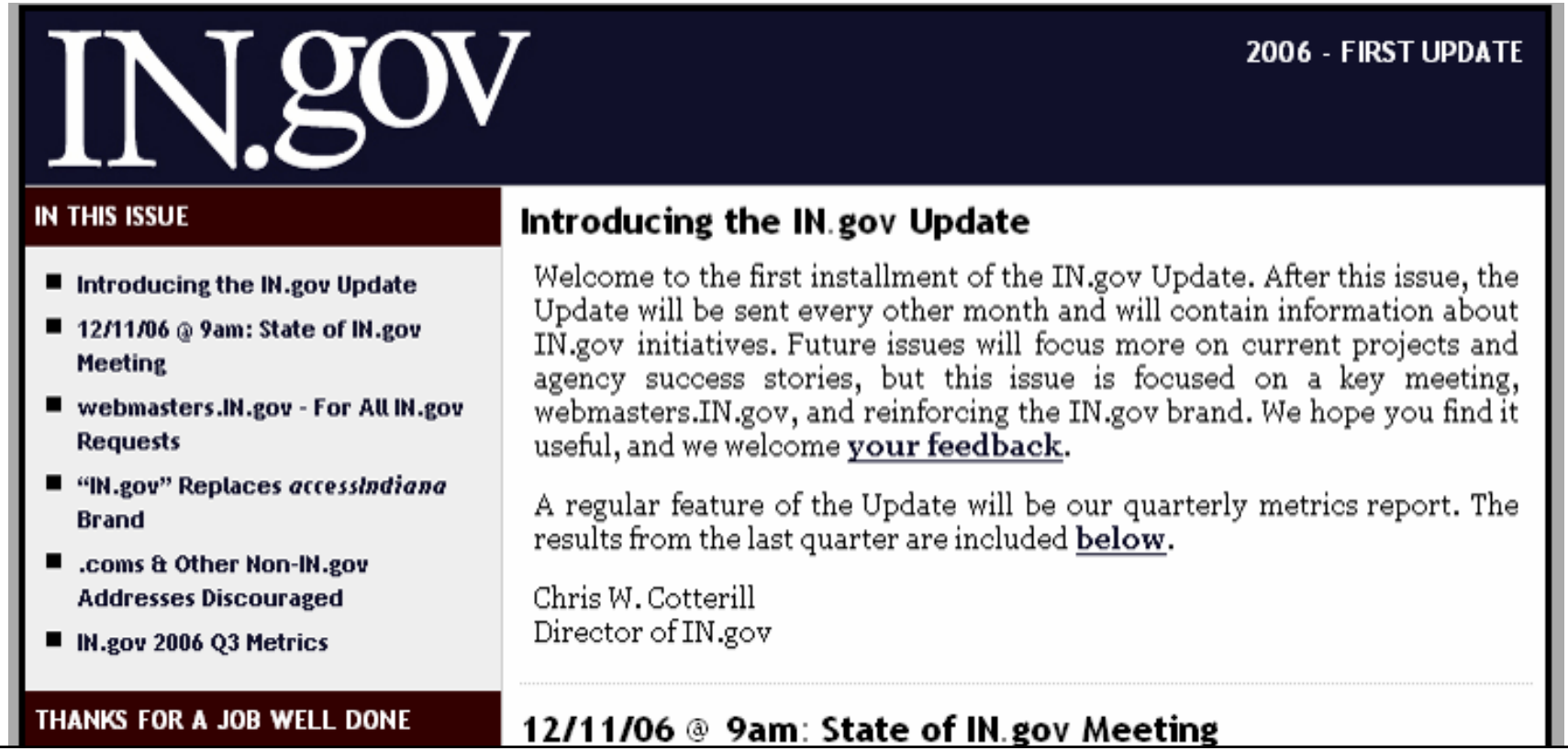
"States should have consistent URLs for agencies. These would make it easy for visitors to navigate between state agencies, since they always know they're visiting an official state website."

– Brown University 2006 Report

- **It's IN.gov; no more "*access*Indiana"**
- **Data: More Visits to IN.gov = Less Cost to State; Increased Revenue**
- **Non-IN.gov Domain Names = Missed Opportunities**
  - *E.g.*: IndianaConsumer.com, IndianaUnclaimed.com, IndianaVoters.com, HoosierStart.com, IndianaCampaignFinance.com
  - New: e.*g.*, INShape.IN.gov, theBarn.IN.gov, jobs.IN.gov, help.IN.gov, auditor.IN.gov
  - Coming Soon: library.IN.gov, IndianaMemory.IN.gov, volunteers.IN.gov
- **Web Address Request Process (via webmasters.IN.gov)**
  - Executive Department: IN.gov staff, then Governor's Office, review
  - Legislative & Judicial Departments: Request to IN.gov for discussion and processing
- **Put IN.gov on Everything You Print**

IN.gov Make Sense – Communications

- **Internal Communications**
  - IN.gov *Update* every two months
  - Metrics, initiatives, meeting notices, etc.



IN.gov

2006 - FIRST UPDATE

IN THIS ISSUE

- Introducing the IN.gov Update
- 12/11/06 @ 9am: State of IN.gov Meeting
- webmasters.IN.gov - For All IN.gov Requests
- "IN.gov" Replaces *accessIndiana* Brand
- .coms & Other Non-IN.gov Addresses Discouraged
- IN.gov 2006 Q3 Metrics

THANKS FOR A JOB WELL DONE

Introducing the IN.gov Update

Welcome to the first installment of the IN.gov Update. After this issue, the Update will be sent every other month and will contain information about IN.gov initiatives. Future issues will focus more on current projects and agency success stories, but this issue is focused on a key meeting, webmasters.IN.gov, and reinforcing the IN.gov brand. We hope you find it useful, and we welcome **your feedback**.

A regular feature of the Update will be our quarterly metrics report. The results from the last quarter are included **below**.

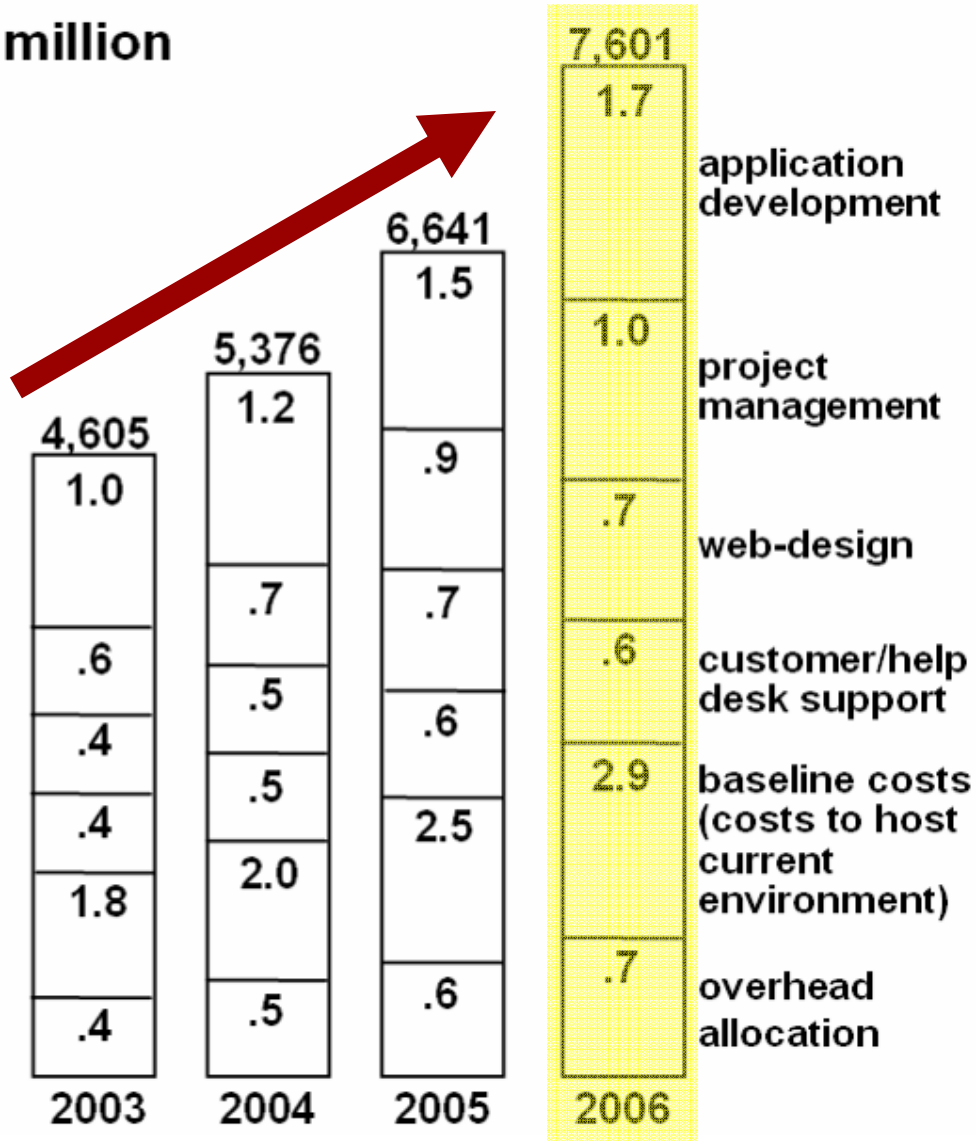
Chris W. Cotterill
Director of IN.gov

12/11/06 @ 9am: State of IN.gov Meeting

IN.gov Manage the Money Right

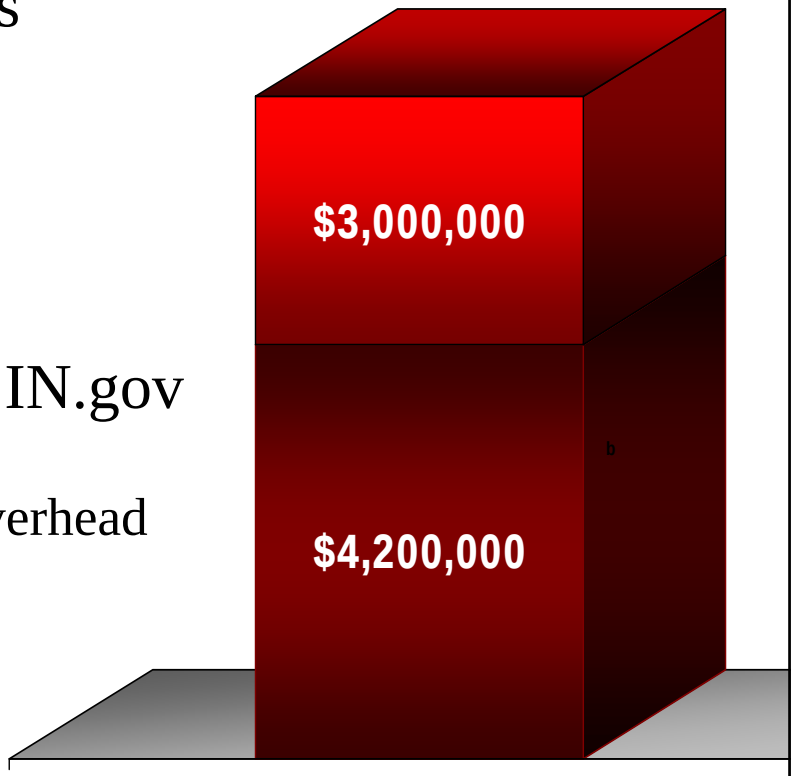
- Assuming No Change in Vendor Compensation

Vendor active portal maintenance costs 2003-2006, $ million (2006 Projections)



IN.gov Manage the Money Right

- **Financial Mgmt. Changes in 2006**
  - State, not vendor, gets the $$$
  - Maintained self-funded operation
  - Vendor paid for Baseline Services
  - Variable Services at QPA rates
- **Financials @ High Level**
  - $108m transacted in 2005
  - $7.2m is revenue used to support IN.gov base services
    - IN.gov state employee staff, state overhead
    - $4.2m to primary vendor
    - Remainder for approved/funded development, purchases



Simplistic Breakdown of the Budget for Illustration Purposes

IN.gov Manage the Money Right

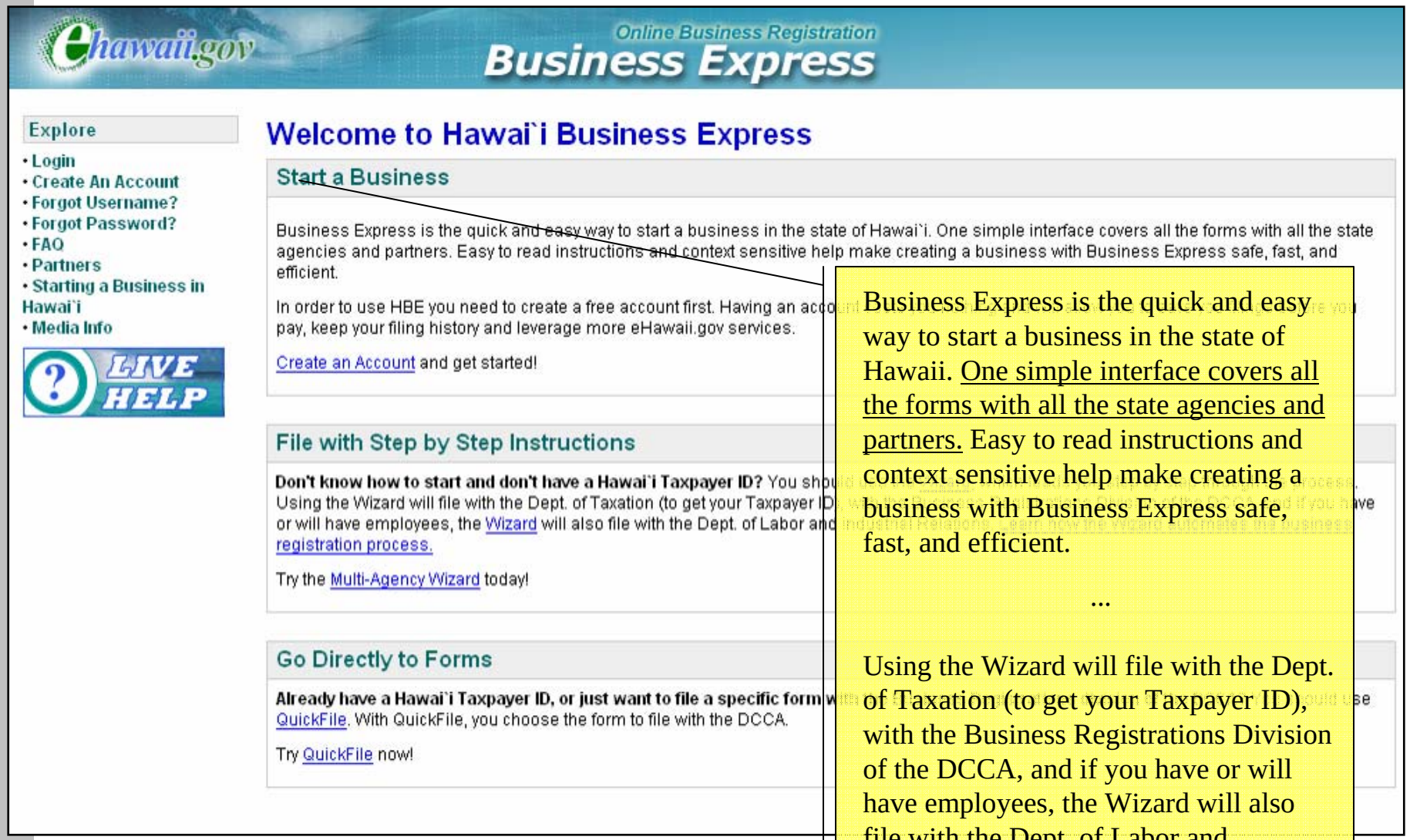
- July through October

REVENUE		EXPENDITURES	
July	$792,462.19	July	$512,720.03
August	$896,545.09	August	$523,413.12
September	$731,716.63	September	$570,107.80
October	$516,014.58	October	$607,065.77
	$2,936,738.49		$2,213,306.71

IN.gov Make Sense – Priorities

- **Priorities for Using Funds for Development**
  - Cost Reduction – Projects that reduce the cost of doing business with and within government
  - Transparency – projects designed to open government to the public
  - "One stop" solutions (multi-agency)
  - Regulatory Compliance
  - Maintenance & improvement of existing services
  - Fee Generation – Projects that ensure IN.gov can maintain itself

IN.gov E.g., Start a Business in Hawaii



Business Express is the quick and easy way to start a business in the state of Hawaii. One simple interface covers all the forms with all the state agencies and partners. Easy to read instructions and context sensitive help make creating a business with Business Express safe, fast, and efficient.

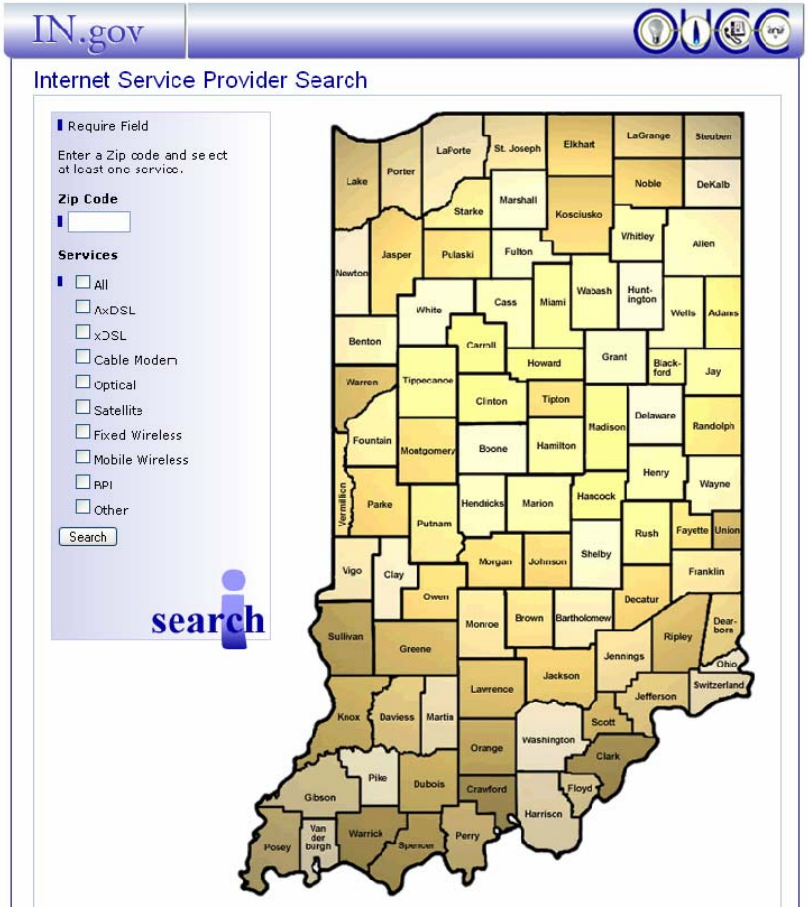
...

Using the Wizard will file with the Dept. of Taxation (to get your Taxpayer ID), with the Business Registrations Division of the DCCA, and if you have or will have employees, the Wizard will also file with the Dept. of Labor and Industrial Relations.

http://hbe.ehawaii.gov/

IN.gov 2006 Q3 Big Project Highlights

- OUCC Broadband Provider Search
- DHS Design Release Permits
- DNR Special Hunt Registration
- Enterprise Donation
- Enterprise Conference Registration
- DOR I-File Rewrite



IN.gov 2006 Q3 #s

- Hits: →
- Content Tickets: 1349*
- Agencies w/ Projects:
  - Governor, General Assembly, Judiciary, BMV, DHS, DOC, DOL, DOR, DLGF, DNR, DWD, FSSA, ICPR, IDOA, ILEA, ILRC, INDOT, IOT, ISDH, IURC, OUCC, PERF, PLA, SBOA, SOS, TRF

*9/1 to 11/30 data

	Site	Accesses	Hits
1	Indiana General Assembly	4,626,441	2,869,749
2	Secretary of State	2,986,226	2,654,677
3	Dept. of Natural Resources	2,843,996	2,159,311
4	IN.gov -- Navigation Pages	2,683,906	2,659,334
5	Hoosier Lottery	2,235,243	2,208,652
6	Bureau of Motor Vehicles	2,225,764	2,025,420
7	Judiciary	1,767,113	1,114,809
8	Attorney General	1,678,093	1,631,918
9	Family and Social Services Agency	1,578,749	1,393,317
10	State Dept. of Health	1,568,929	1,276,531
11	Unclaimed Property	1,478,287	1,468,708
12	Dept. of Workforce Development	1,475,827	1,247,680
13	Department of Child Services	1,316,969	1,212,942
14	Dept. of Revenue	1,295,649	730,339
15	State Personnel	1,219,606	637,730
16	Dept. of Transportation	1,146,383	520,267
17	Indiana Dept. of Correction	1,137,525	1,098,461
18	DNR Parks and Lakes	1,000,148	847,973
19	Ind. State Museum	860,794	844,889
20	DNR Fish and Wildlife	838,300	524,708
21	Ind. Commission on Public Records	723,149	170,633

IN.gov Accountable & Responsive

- **Significant Effort into PM Improvement**
  - Status Reporting, Responsiveness
- **Customer Service Enhanced**
  - All staff (employees and contracted) recently completed customer service training to raise quality of responsiveness
  - Use plain language; resolve at first contact
  - Internal customer feedback mechanism implemented by end of January
- **Internal Controls Reviewed & Enhanced**
  - PCI, SOX, COBIT
  - Changes must be requested by person authorized by agency
  - Application and infrastructure changes through state IT change management process
  - WatchFire AppScan – 4m Tests (Early 2007)

IN.gov Track Everything

- **webmasters.IN.gov:** All portal requests can be logged via these forms; requests directed to teams that resolve issue
  - Interactive Applications
  - Content Changes
  - Web/@IN.gov E-mail Addresses
  - Billing/Payment Processing
  - New Project Requests
  - General Inquiry

IN.gov 2006 Q3 Metrics Report

- **What You Can Expect from Us**
  - Content changes w/in 3 business days
  - Web address request w/in 3 business days
  - New project request response w/in 7 days of Thursday
  - On-time delivery of projects > 90%
  - Service problem response (application production problem) within 2/4 hours
  - Resolution of @www.IN.gov e-mail issues w/in 30 minutes
  - Response to (external) customer w/in 1 business day
  - Uptime >= 99.95% (about 4 hours per year unplanned downtime)
  - Disaster recovery (content) w/in 48 Hours
  - PCI/COBIT/SOX Compliance & Support of existing applications

Service Level Description	Service Level Requirement			2006 Q3
	Acceptable	Marginal	Unsatisfactory	
On Time Delivery of Projects	100-90%	89-80%	79-0%	100%
IN.gov Uptime	>=99.95%	99.94 – 95%	<94.9%	99.86%
Disaster Recovery (Restoration of Content)	<= 48 hours	49 to 72 hours	> 72 hours	N/A

Coming Soon: Production problem response, percent of content changes made within three business days, tickets opened via webmasters.IN.gov and customer satisfaction.

IN.gov New Project Process

- **Request for Major Content or New Online Service**
  - Go to webmasters.IN.gov to download a "New Project Questionnaire," send it to newproject@www.IN.gov, which will open up a ticket to get the process started
  - Project reviewed with decision made on whether to scope out into a statement of work (to be signed by all with deadlines and cost with who pays); another review for final go-ahead
- **If Can't Be Completed by IN.gov Program**
  - Leverage IN.gov resources via "Variable Services"
  - Exact same process, except agency/grant pays
  - No contract (because you use ours), just an SOW
  - Ensures that application will be developed to standards
  - ID billed based on SOW

IN.gov $$$ Reporting Improvements

- **Billing Improvements**
  - Distribute funds based on the amount collected on behalf of the agency, as opposed to distributing funds based on the amount invoiced
  - Payments applied to a specific invoice, not just an account
  - Improved reporting functionality allowing more detailed, real-time analysis of financials
  - Implementation end of 1Q 2007 (Now testing in S.C.)
- **Paperless Subscription Signup** (End of 1Q 2007)
- **Checkout Web Service** – Plug & Play Payment Processing (End of January)

IN.gov help.IN.gov w/Live Chat

IN.gov Easy E-mail Marketing for All

- **New Contract with ExactTarget**
  - Best of breed, trusted, tools to measure effectiveness
  - Tiered pricing means every agency gets the benefit of any other agency's usage
  - No overage fees
  - Savings
    - Every agency with existing contract saves
    - Additional savings to agencies who now can automatically use the service without additional contracting
  - SOW @ www.IN.gov/iot/directors/exacttarget.htm

IN.gov Identify Trends, Not Just Hits

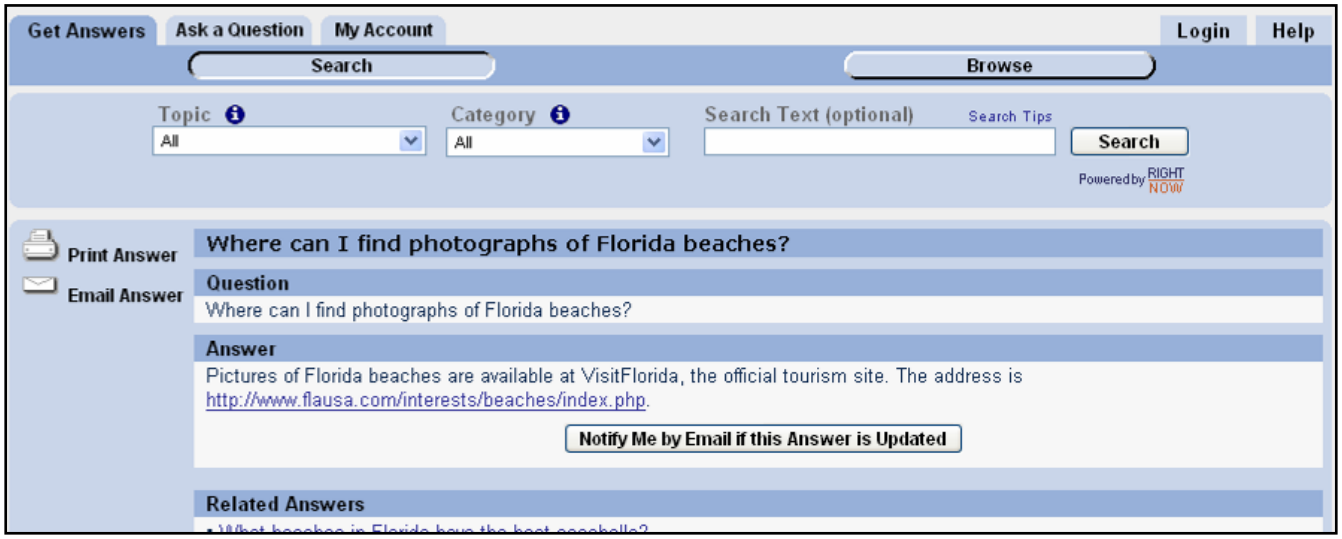
- **Current Stats Package Inadequate**
  - We don't know how user got there, or what they did when they reached the page
  - Manual monthly reports, requiring troubleshooting and finessing data to ensure it runs successfully
- **WebTrends: Implementation Beginning 2007**
  - Granularity
    - Follow a user's path to improve use of websites and online services
    - Better manage IN.gov by knowing what information is used most
  - Ease of use/administration
    - Performs analysis and presents data in such a way that non-technical users can glean important trends
    - Reports can be exported easily into Excel
    - Run reports automatically with little administrator involvement

IN.gov Self Service

- **Take Customer Self-service to Next Level**
  - Reduce call/e-mail volume
  - Most useful answers rise to the top
  - Citizens get updated when answer changes
  - Hundreds of companies and governments use it
    - myflorida.custhelp.com/, answers.firstgov.gov/, questions.medicare.gov/ , asklouise.custhelp.com/

RIGHT NOW TECHNOLOGIES

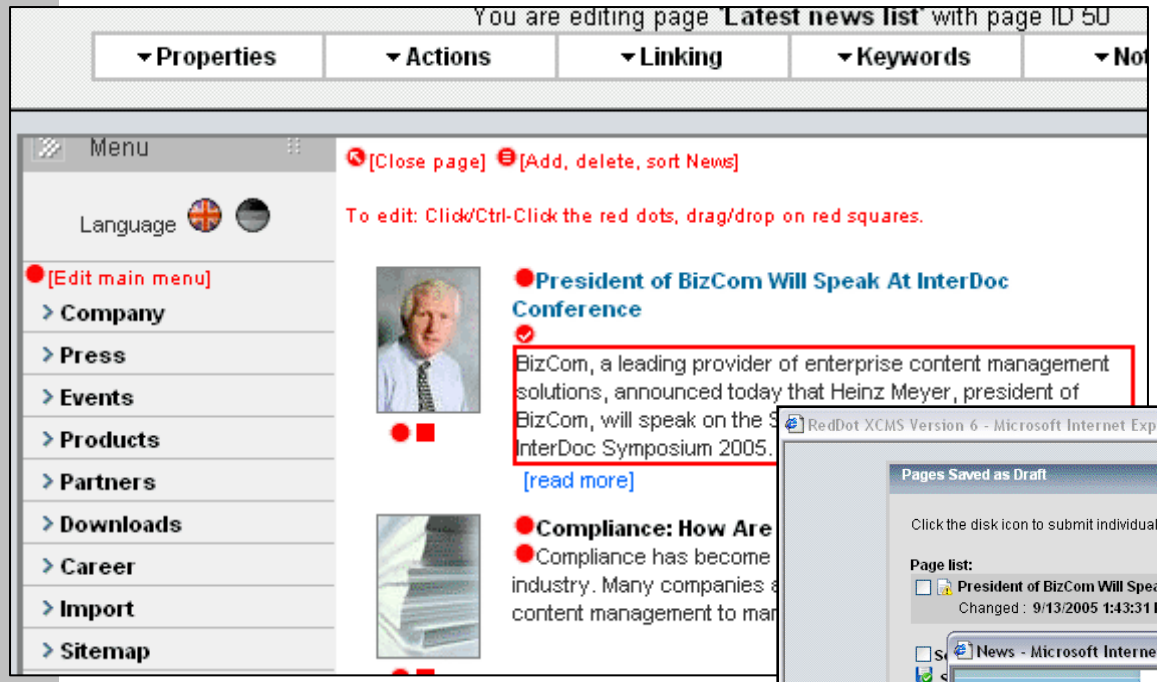
- **Pilot Planning Now – 2007 Roll Out (If Pilot Successful)**



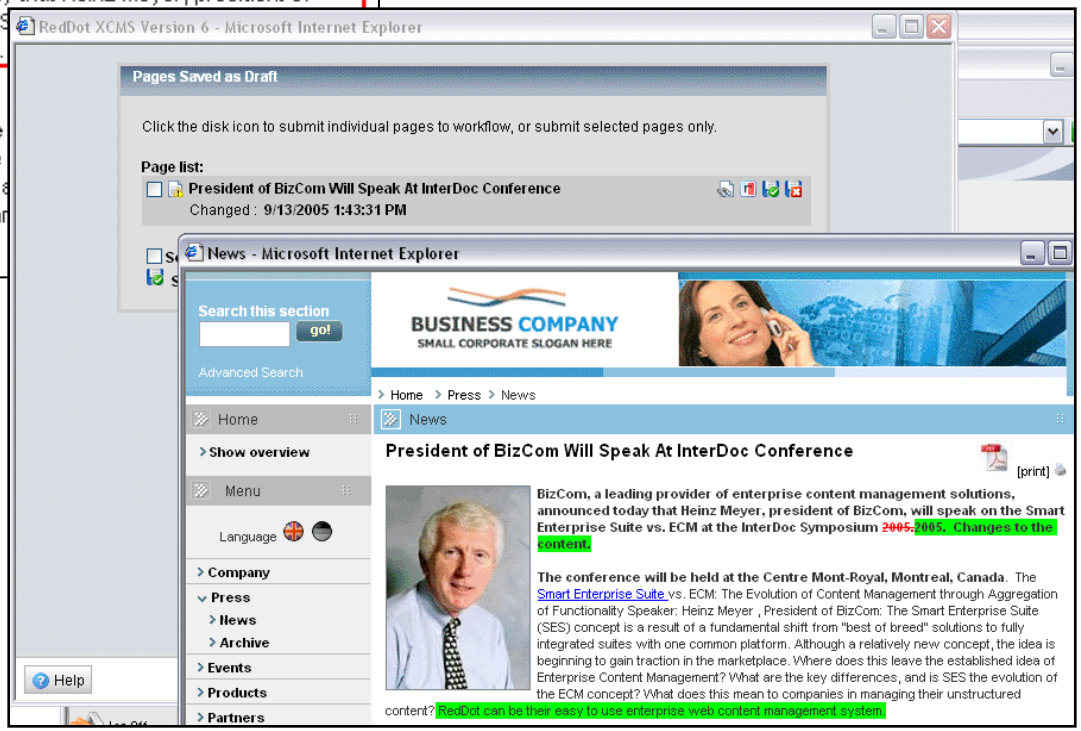
IN.gov Update Content NOW

Diagnosis: Internal	Prescription: CMS
– Need Updates NOW!	✓ Update content now
– 300,000 pages unwieldy	✓ Scalable
– Updating more difficult than it "should be"	✓ Click on the Red Dot to update content
– No ability to enforce minimum design standards	✓ Admin. can set and delegate any content area
– No workflow for content development/approval	✓ Will accommodate workflow by agency
– No easy way to personalize content to the user	✓ Personalization functionality built in
– No way to drive dynamic content across IN.gov	✓ CMS has dynamic content abilities built in
– No easy way to tie together Internet, Intranet, and Extranet content	✓ Build your websites all in one place and designate content based on who should see it

IN.gov Edit in Place, Workflow, Redline



- Click to edit
- Workflow
- Redline



- All PIOs & Webmasters Invited
- Selected by employees of DNR, DWD, FSSA, JTAC, IDEM, IOT, ISDH, LSA and PERF
- Unlimited Content Editors
- Use of CMS is Commonplace

IN.gov Deliver What's Needed on Time

But We Have an Opportunity Right Now

- **Recall the Diagnosis: External**
  - Agency-focused, not *customer*-focused
  - Confusing due to lack of consistency
  - Many *agency* solutions; few complete solutions
  - Same types of information presented differently
  - Designs are stale

Consider Agency Websites Today…

IN.gov Great for Agency, Bad for Customer

IN.gov Focus on Consistency, Not Design

IN.gov Branding 101 - Consistency

- *"[M]any state websites still have inconsistent layouts and color schemes and pages that look very different as users browse from agency site to agency site or even within an agency site.*

  This can be intimidating and overwhelming as users sometimes are not sure if they still are on an official state website when they all look different, and the user has to orient himself for every new website."

  – Brown University 2006 Report

IN.gov Shift to Customer-focused IN.gov

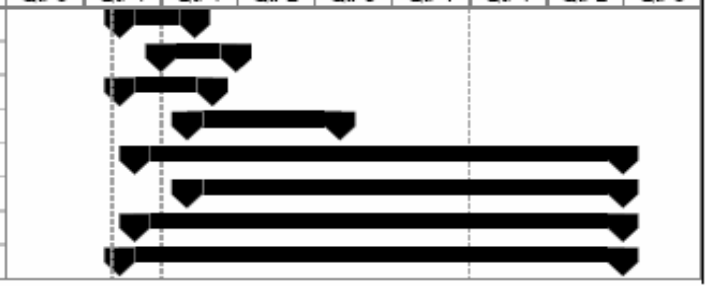
- **Shift to Customer-focused IN.gov:**
  - Relevant, consistent content, at right time, across & throughout IN.gov
  - "One stop" solutions
  - Promote self-service; identify as (same) one customer
- **Benefits to Citizens & Businesses**
  - Know what to expect
  - Know where to find and operate features on every page
  - Get solutions to problems, not solutions within silos of the bureaucracy
- **Benefits to Government**
  - Consistent branding
  - Simplified, standardized training and support
  - Design in best interest of the State and constituents
  - Redundancies eliminated

IN.gov Transition – Just Do It

- **All of IN.gov Transitioned by June 30, 2008**
  - Top level – 2 iterations (quick win version, then full transition)
  - Agency sites transitioned when converted
  - News releases & calendaring – (transparent conversion first)
  - Exceptions for new design
    - IEDC, Hoosier Lottery, Library, Museum, State Fair, & Tourism
    - Separately Elected Offices (separate planning discussions)
    - Legislative & Judicial Departments (separate planning discussions)
  - High(est) Level Work Breakdown Structure

WBS

ID	Task Name	Start	Finish
1	Implementation Approach	Mon 11/13/06	Fri 2/9/07
31	Financial Planning	Mon 1/1/07	Fri 3/30/07
41	Information Architecture	Mon 11/13/06	Fri 3/2/07
54	Governance	Thu 2/1/07	Tue 7/31/07
73	Business Process Analysis	Fri 12/1/06	Mon 6/30/08
86	Organizatonal Change Management	Thu 2/1/07	Mon 6/30/08
101	Implementation	Fri 12/1/06	Mon 6/30/08
180	Program Management	Mon 11/13/06	Mon 6/30/08



  - Updates via the IN.gov *Update* (Next Issue - Mid Jan.)

IN.gov The Leadership Teams

- **Executive Sponsor:**
  Betsy Burdick (Gov.)
- **Leadership Team**
  - Stephanie Genrich (Gov.)
  - Christy Denault (Lt. Gov.)
  - Jim Corridan (ICPR)
  - Michael Huber (GEFP)
  - Ryan Kitchell (IFA)
  - Chris Ruhl (OMB)
  - Maureen Weber (BMV)
- **Project Manager:**
  Chris Cotterill (IN.gov)
- **Redesign Task Force**
  - Stephanie Genrich (Gov.)
  - Gary Abell (INDOT)
  - Deb Abbott (ISDA)
  - Stephanie McFarland (DOR)
  - Linda McGrannahan (IEDC)
  - Dennis Rosebrough (FSSA)
  - Greg Cook (BMV)
  - Kim Brant (DNR)

IN.gov Responsibilities of Team

- **Leadership Team Responsibilities**
  - Ensure IN.gov staff have sound plan for implementing redesign
  - Ensure IN.gov staff set reasonably aggressive deadlines and meet them
  - Provide other executive level advice and support
- **Redesign Task Force Responsibilities**
  - Discuss current pros and cons of IN.gov
  - Identify features, functionality, etc., that should be implemented into proposals
  - Review and direct revisions to proposals for redesign of top level and agency sites
  - Decide where need for State/customer consistency need balances with agency needs

IN.gov Immediate Next Steps

- **December 2006**
  - Technical administrator training
  - Teams (combined meeting)
    - Discuss where we are
    - Discuss needs to incorporate into proposed designs
- **January & February 2007**
  - Redesign Team Meetings: reconvene (every other week) to review proposals and refine towards ultimate decision for top level and agency designs
  - Leadership Team review prior to implementation
    - Timeline for agency implementation and training
- **Plans and Updates Online at webmasters.IN.gov**

IN.gov 2007: Major "To Do" Items

- **2007 Realign/Redesign**
- **Establish Advisory Councils & Effective Link to GEFP**
- **User Feedback Mechanisms for Continual Improvement**
- **DR of Services - Coordinate with Agencies**
- **Financial Reporting Improvements**
- **Marketing & Rate Review Plan(s) for FY08**
- **Development Plan & Budget for FY08**
  - Finalize & communicate process for FY08 projects
  - IN.gov revenue/cost metrics & goals, & state cost reduction goals
  - Consider with GEFP gain-sharing opportunities for agencies/employees

Thank You

This presentation is online at webmasters.IN.gov